



Board of  
Examiners

July 2003

# Update

## 2003 Award Applicants

A total of 68 organizations have applied for the Malcolm Baldrige National Quality Award. Award recipients will be announced in late 2003. Ten manufacturing companies, eight service companies, twelve small businesses, nineteen education organizations, and nineteen health care organizations sent in applications by the May 29 deadline. This is an increase in all categories over the number of applications received in 2002.

## Vice President Honors 2002 Award Recipients

On May 21, 2003, Vice President Dick Cheney and Commerce Secretary Don Evans honored three organizations, including the first in health care, with the 2002 Malcolm Baldrige National Quality Award in recognition of their performance excellence and quality achievements. The 2002 Award recipients are Motorola's Commercial, Government and Industrial Solutions Sector (CGISS), Schaumburg, Illinois (manufacturing category); Branch-Smith Printing Division, Fort Worth, Texas (small business category); and SSM Health Care, St. Louis, Missouri (health care category). Dick Davidson, the Chairman and CEO of Union Pacific Corporation and the Baldrige Foundation President, also joined the Vice President and Secretary Evans in saluting the Award recipients.

Secretary Evans opened his remarks by recognizing distinguished guests, including Dr. John H. Marburger, III, Science Adviser to the President and Director of the White House Office of Science and Technology Policy; the Malcolm Baldrige National Quality Award recipients; and Midge Baldrige, the widow of Malcolm Baldrige. After congratulating the Award recipients, the Secretary talked about the success of the Baldrige National Quality Program (BNQP): "It is recognized around the world as a powerful tool to help any organization improve its performance. The Baldrige Program is accomplishing exactly what late Secretary Baldrige and President Reagan intended: helping American organizations by creating a standard of excellence and a forum for sharing success strategies."



(L. to R.): Commerce Secretary Don Evans; Sr. Mary Jean Ryan, FSM, Pres./CEO, SSM Health Care; Daniel Hanson, President and General Manager, Branch-Smith Printing Division; Sr. Jacqueline Motzel, Chairperson, SSM Health Care; David Branch, Chairman and President, Branch-Smith Printing Division; Robert L. Barnett, Executive Vice President, Motorola Commercial, Gov., and Industrial Solutions Sector; Martin Swarbrick, President and Director, Motorola CGISS; Vice President Dick Cheney; and Dick Davidson, President, The Foundation for the Malcolm Baldrige National Quality Award.

Following enthusiastic applause as the Award recipients were announced, the senior leaders of these organizations delivered brief remarks. Bob Barnett, Executive Vice President of CGISS, stated: "We applied for the Award, not with the idea of winning, but with the goal of receiving the evaluation of the Baldrige Examiners. That evaluation was comprehensive, professional, and insightful. It reinforced where we were strong and provided valuable information on areas where we could improve—making it perhaps the most cost-effective, value-added business consultation available anywhere in the world today. And the fundamental values we hold within our own organization—which are constant respect for people and uncompromising integrity in everything we do—were reflected in every experience we had with the Baldrige Examiners." David C. Branch, Chairman and President, Branch-Smith Printing Division, talked about the Baldrige Program's impact: "Our team is

grateful for the insight and commitment of Malcolm Baldrige and the many people who worked to build this program dedicated to his memory. This devoted group realized the impact that such a disciplined code of conduct could bring to America's organizations and with it strengthen our competitive position in the world economy." Sr. Mary Jean Ryan, FSM, President/CEO, SSM Health Care, expressed her gratitude: "First, I'd like to thank all the people associated with the Baldrige process: the Judges, the Foundation, the staff, and especially the Examiners. Our examiners went out of their way to visit with us and to understand our large and complex system . . . Second, I'd like to thank my congregation, the Franciscan Sisters of Mary, who sponsor SSM Health Care. For 131 years, our sisters have been committed to providing the highest quality health care in the many communities where we serve. It is this constant desire for quality that has driven SSM's quest to deliver health care breathtakingly better than it's ever been done before. And third, I want to thank the people of SSM Health Care: the 23,000 employees, 5,000 physicians, and 5,000 volunteers, who work day in and day out to ensure the highest quality of care to our patients."

Secretary Evans then introduced Vice President Cheney. The Vice President talked about the review process that determines the recipients of the Award: "The Malcolm Baldrige National Quality Awards are not given out lightly. They must be earned . . . To win a Baldrige Award, just being "good" isn't good enough. You must be great. You must demonstrate a world-class commitment to excellence. Your organization must show continuous quality and performance improvement. And your managers and officers must maintain the highest ethical standards of corporate governance." The Vice President went on to say: "The three organizations we're honoring today have met these exacting standards. They truly are the best of the best. If America is to maintain its competitive edge, then these are models that deserve to be emulated."

Complete remarks and additional photographs of Vice President Cheney, Secretary Evans, and the 2002 Baldrige Award recipients may be found at [www.nist.gov/public\\_affairs/releases/mbnqa052103.htm](http://www.nist.gov/public_affairs/releases/mbnqa052103.htm).

## 2002 Examiner Recognition Ceremony

On the morning of the Baldrige Award Ceremony, Examiners were honored for their outstanding support of the 2002 Award process. Barry Diamondstone, Deputy Director of the Baldrige National Quality Program (BNQP), opened the Examiner Recognition Ceremony by thanking the Examiners for extraordinary volunteerism. He estimated that Examiners contributed more than 63,000 hours in support of the 2002 Award process and noted that this equals more than 7,800 workdays or 19 workdays per Examiner!

Midge Baldrige, wife of Malcolm Baldrige, thanked the enthusiastic group of Examiners for all they do for the Program named in her late husband's honor and for carrying out his legacy. Mrs. Baldrige reflected that "as Secretary of Commerce under Ronald Reagan, Malcolm Baldrige provided the leadership necessary to promote a national quality award." Mrs. Baldrige said that after her husband's untimely death, "with great kindness, the Commerce Department named the quality award after him."

Joe Muzikowski, Chairperson of the 2002 Panel of Judges, congratulated the Examiners, saying that the "Board of Examiners is the ultimate definition of a high-performance work team." These comments were echoed by Jack Evans, Chair of the 2003 Board of Overseers, who noted with first-hand experience that "being on a Baldrige site visit is a great way to pack a month of learning into a week of time."

Arden Bement, Director of the National Institute of Standards and Technology (NIST), thanked the Examiners for setting a high standard for others to follow. Phil Bond, Undersecretary for the Department of Commerce's Technology Administration, which oversees NIST, also noted the critical role Examiners play: "Examiners are the ground troops in the effort to improve the performance of American organizations," noting that this is more important than ever in today's economic climate.

Harry Hertz, BNQP Director, acknowledged all that was said and simply added that the Baldrige Program would not exist without the tireless efforts of Examiners. Individual Examiners were then recognized by Undersecretary Bond, NIST Director Bement, and BNQP Director Hertz. The ceremony concluded with a group photograph of all in attendance.

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# Update

## **Six New Overseers Appointed**

William Allyn, Janet Corrigan, Julia Gabaldon, Thomas Houlihan, Roger Raber, and Jim Rout have received appointments for three-year terms to the 2003 Board of Overseers from Secretary of Commerce Don Evans. The Board of Overseers advises the Department of Commerce on the Baldrige Program. The board is appointed by the Secretary of Commerce and consists of distinguished leaders from all sectors of the U.S. economy.

William Allyn is the Chairman and CEO of Welch Allyn Ventures and President of Welch Allyn, Inc. Janet Corrigan is the Director of the Board on Health Care Services at the Institute of Medicine, National Academy of Sciences. Julia Gabaldon is the President and CEO of Quality New Mexico. Thomas Houlihan is the Executive Director of the Council of Chief State School Officers. Roger Raber is the President and CEO of the National Association of Corporate Directors. Jim Rout is the President of Jack Morris Auto Glass.

Also serving on the 2003 Board of Overseers are John (Jack) Evans, Phillip Hettelman Professor of Business Administration at the Kenan-Flagler School of Business, University of North Carolina; Robert E. Hunter, President and CEO of DentaQuest Ventures, Inc.; James Melsa, Dean of the College of Engineering, Iowa State University; Patricia Papesh, President, Carlton Retail American Greetings; David Spong, President, Aerospace Support, Integrated Defense Systems, The Boeing Company; and Kathleen Waltz, President, Publisher, and CEO of Orlando Sentinel Communications. Jack Evans will serve as the Chair for the 2003 Board of Overseers.

## **2003 Examiner Training**

Congratulations to the 2003 Board of Examiners! During the month of May, a total of 464 members of the Board of Examiners completed the Examiner Preparation Course. Of these, 85 Examiners also completed Senior Examiner training, and 191 completed our New Examiner Orientation. This year's board is composed of 464 members, including 151 new Examiners, 174 returning Examiners, 85 Senior Examiners (including 20 new Seniors), 45 Alumni, and 9 Judges.

We also were fortunate to have several special guests join us for the training sessions. Representatives from six foreign quality award programs (Australia, Europe, India, Japan, Singapore, and South Africa) attended the May 6-9 training session. Kathy Herald-Marlowe, former Chair of the Panel of Judges and team leader of

this year's Case Study Writing Team, also attended the May 6-9 session. David Spong, a member of the 2003 Board of Overseers, attended the May 20-23 training session. All guests valued the learning and sharing, and we were pleased that they were able to be a part of the training.

Several significant changes were made to training this year. Most notably, we launched our New Examiner Orientation course, and we held Senior Examiner training in May instead of July. Both sessions were held on the Tuesday of each training week. We also redesigned the Examiner Preparation Course curriculum to, among other things, focus more on key factors and key themes and to make the lectures more interactive. Early indications are that these changes were well received, and overall satisfaction with the training remains high.

We extend a special thanks to the Judges, Alumni, and Senior Examiners who served as facilitators for the 2003 training sessions. The facilitators for the New Examiner Orientation were Jim Beckham, Maryann Brennan, Gary Floss, Jerry Massegee, Rex Mobley, Joe Muzikowski, Maureen Travalini, and John Vinyard. The Examiner Preparation facilitators were Debbie Collard, Clifton Conner, Mara Fellhoelter, Harry Furukawa, Karen Gedera, Laura Huston, John Jasinski, Nancy Jokovich, David Jones, Dan Jordan, Kay Kendall, Brenda Kuhn, Brian Lassiter, Jeff Lucas, Kevin McManus, Judy Morton, Harry Reedy, Rich Scharchburg, Roger Triplett, and Kathy Yeu. The Senior Training facilitators were Laura Huston, John Jasinski, Kay Kendall, and Harry Reedy.

## **2003 Workshop for State and Local Quality Award Programs**

On Monday and Tuesday, July 28-29, 2003, the Baldrige Program is hosting the annual Workshop for State and Local Quality Award Programs at NIST. The workshop has been scheduled to coincide with Improvement Day on Wednesday, July 30, 2003, to encourage attendance at both events. Brian Knight ([race@etal.uri.edu](mailto:race@etal.uri.edu)) of the Rhode Island Center for Performance Excellence, Christopher Stevens ([cstevens@arizona-excellence.com](mailto:cstevens@arizona-excellence.com)) from the Arizona Quality Alliance, and Mike Langridge ([mlangridge@iowaqc.org](mailto:mlangridge@iowaqc.org)) from the Iowa Quality Center are serving on this year's Workshop Planning Team.

Fundraising and marketing are the main areas to be addressed at the workshop. Metrics established by the State and Local Metrics Subteam will be discussed, and



the State and Local Web Site will be demonstrated. Five state award programs—Illinois, Missouri, Oklahoma, Texas, and Wisconsin—will be recognized for being homes to recipients of both their state award and the 2002 Baldrige Award. Questions may be addressed to the Workshop Planning Team members listed above or to Barbara Fischer at BNQP (phone: 301-975-8942 and e-mail: [barbara.fischer@nist.gov](mailto:barbara.fischer@nist.gov)).

### **2003 Improvement Day and Call for Comments**

BNQP's annual Improvement Day will be held on July 30, 2003, at NIST. Please submit your comments by July 8, 2003, if you would like them considered for the agenda and so they can be made available to the participants. While you can always submit comments on any topic related to the Baldrige Program, Improvement Day is an opportunity to have your comments considered prior to the review of the Criteria for Performance Excellence. Comments may address any Program area of interest including the Criteria for Performance Excellence, the Award process, the Baldrige Award Application Forms, training for Examiners, Program outreach and other Program activities, tools for self-assessment such as e-Baldrige and "Are We Making Progress?", and possible new products and services. Feedback from stakeholders is important to the success of the Program. We invite you to join us for this opportunity to share information and discuss suggested modifications.

The Call for Comments Web page and online registration for Improvement Day can be accessed from [www.baldrige.nist.gov](http://www.baldrige.nist.gov). For travel purposes, please note that Improvement Day follows the State and Local Workshop being held on July 28–29, 2003. If you have questions or need additional information, please contact Rachel Kinney (301-975-8035), Faith Harper (301-975-3515), or Mary Bostwick (301-975-4280).

### **2003 Regional Conferences**

This year's Regional Conferences will take place on September 23 at the Hilton Cincinnati Netherland Plaza in Cincinnati, Ohio, and October 9 at the Hilton Scottsdale Resort and Villas in Scottsdale, Arizona. The conferences are being cosponsored by the Greater Cincinnati Chamber of Commerce, the Tennessee Center for Performance Excellence, the Arizona Quality Alliance, and the Wisconsin Forward Award. Both conferences will feature keynote presentations from the senior leaders of all three 2002 Award recipients—

Motorola CGISS, Branch-Smith Printing Division, and SSM Health Care—as well as concurrent and town hall sessions featuring current and past Baldrige Award recipients. New features added to the conferences this year include a pre-conference workshop on "Getting Started With the Baldrige Criteria" and a pre-conference session on the "Changes to the 2003 Criteria." Registration for the 2003 Baldrige Regional Conferences is set to open in early July. For more information, visit the BNQP Web site at [www.baldrige.nist.gov/2003\\_Regional/Regionals.htm](http://www.baldrige.nist.gov/2003_Regional/Regionals.htm).

### **Baldrige Staff On The Road**

Members of the Baldrige staff frequently address audiences at conferences and assist with celebrations such as the presentation of state and local program awards to recipients. Recent conferences where we have spoken include the American Society for Quality (ASQ) Annual Quality Congress, American Society for Training and Development (ASTD) Conference and Expo, American Association of Community Colleges (AACC) Annual Conference, American College of Healthcare Executives (ACHE) Congress on Healthcare Management, Association for Supervision and Curriculum Development (ASCD) Annual Conference and Exhibit Show, and the Association for Quality and Participation (AQP) Annual Conference. Some recent state award events have included those in Texas, Wisconsin, Tennessee, and New Mexico. On September 30, Barry Diamondstone, BNQP Deputy Director, will attend the Virginia Forum for Excellence Ceremony and give remarks at the Awards Luncheon. Another currently scheduled state award event is the Colorado Performance Excellence Award Banquet on October 2. Harry Hertz, Director of the Baldrige Program, will participate. You can keep track of future events where BNQP will be presenting or exhibiting at [www.baldrige.nist.gov/BNQP\\_Exhibit\\_Schedule.htm](http://www.baldrige.nist.gov/BNQP_Exhibit_Schedule.htm).

### **2002 Baldrige Index**

For the first time since the study began in 1995, the hypothetical "Baldrige Index" underperformed the Standard & Poor's 500 in the ninth annual NIST stock study. The "Baldrige Index" is a fictitious stock fund made up of publicly traded U.S. companies that received the Baldrige Award between 1992 and 2001. For more information about the 2002 Baldrige stock study, please visit [www.quality.nist.gov/Stock\\_Studies.htm](http://www.quality.nist.gov/Stock_Studies.htm), or contact the Baldrige Program's customer service staff (301-975-2036 or [nqp@nist.gov](mailto:nqp@nist.gov)).

# Update

## Examiners as Ambassadors

In addition to participating in the Award process, Baldrige Examiners play a vital role in helping to spread the word about the Baldrige Program. Examiners can contribute to this effort in a variety of ways, including participating on panels, giving presentations, distributing Baldrige Program materials, writing articles, and encouraging submission of applications for the Award and the Board of Examiners. When speaking and writing on behalf of the Program, it is important that you uphold the Code of Ethical Standards by not discussing any applications you have reviewed or site visits in which you have participated. Focus on the educational aspects of the BNQP, and avoid those speaking engagements that focus only on winning the Award.

To help you in your role as Ambassadors of the Baldrige Program, presentation materials are available in PowerPoint on a CD-ROM. The materials include the Baldrige slide set with speaker notes and "Answers to Frequently Asked Questions." All major Program documents are available in bulk quantities upon request. Videos available for your use are the Quest for Excellence videos; "A Journey Worth Beginning," addressing the value of applying for the Malcolm Baldrige National Quality Award; and "A Uniquely Rewarding Experience," focusing on the benefits of being a Baldrige Examiner.

Please contact the Outreach and Communications Team at 301-975-2036 if you need materials for a speaking engagement or would like to use the portable tabletop exhibit. Remember to fax back your completed Examiner Presentation Tracking Form (located on the CD-ROM) in order to be recognized for your contributions in future issues of "Update" and to let us know the groups you have reached. Thank you for your important contributions to the mission of the Baldrige National Quality Program!

## Quest for Excellence XVI Date Change

Please note that the Quest for Excellence XVI Conference will be held March 28–31, 2004, at the Marriott Wardman Park Hotel in Washington, DC. This is a change from the dates of April 18–21, 2004, which were previously published.

## Examiner Press Release Announcements

As a 2003 Examiner, take advantage of an opportunity to tell your community of your achievements and to spread the word about the Baldrige Program. A press release announcing your appointment to the 2003 Board of Examiners will be prepared if you return the press release form that was given to you at training. If you need a new copy of the form, please contact ASQ Baldrige Contract Administration by phone (414-765-7205), e-mail ([mbnqa@asq.org](mailto:mbnqa@asq.org)), or fax (414-765-7214).

## 2003 Case Study

This year's case study features GeoOrb Polymers, North America (G-ORB), a fictitious manufacturing organization providing polymer products. The G-ORB Case Study was a key component of the 2003 Examiner Preparation Course. The case study provided many valuable lessons as a result of the discussions between the class participants at this year's training. The case demonstrates the form and content of an actual Award application by providing information requested in the seven Categories of the 2003 Business Criteria. This year's case study writing team was challenged to develop a case study focused on an organization located in the United States that is a subunit of an overseas (Japanese) parent corporation with a unique management system. Not all Criteria requirements are addressed well in the case study; because the main purpose of the document is educational, gaps reflect opportunities for improvement that Examiners could encounter in evaluating an actual Baldrige Award application.

Case study authors were Kathy Herald-Marlowe (team leader), Jim Beckham, Laura Raiman DuPont, Steve Hoisington, Richard Scharchburg, and Cynthia Scribner. The Expert Review Team included Kathy Jenson, Ronald Marafioti, Rex Mobley, Kazuko Nishizaki, and John Rose. Kay Kendall served as the technical advisor, providing editorial comments about case study content, and Bob Bidwell conducted some early research to help the writing team develop its facts about the organization.

A Consensus Team evaluated and scored the G-ORB application to serve as a baseline for Examiner training. The Consensus Team included Debbie Collard, Clifton Conner, Harry Furukawa, Nancy Jokovich, Dan Jordan, Brian Lassiter (team leader), and Jeff Lucas. Laura Raiman DuPont also served as the scorebook editor. We appreciate the many volunteers who work so hard to support the Baldrige Program.

# Update

## 2003 Case Study Packet Availability

The 2003 Case Study Packet will be available on the Baldrige Web site ([www.baldrige.nist.gov](http://www.baldrige.nist.gov)) by July 15. Featuring material used in the 2003 Examiner Preparation Course, the packet will be of special interest to any organization committed to performance excellence. In addition to the “GeoOrb Polymers, North America Case Study,” the packet includes an “Executive Summary,” the “GeoOrb Polymers, North America Scorebook,” the “GeoOrb Polymers, North America Feedback Report,” and the “Handbook for the Board of Examiners.” The packet is used in conjunction with the 2003 Business Criteria for Performance Excellence and the “Scorebook for Business, Education, and Health Care” (also available on the Baldrige Web site) to illustrate the 2003 Malcolm Baldrige National Quality Award application and evaluation processes. In addition to their use in Examiner training, case study packet materials also are used by state and local quality award programs, organizations doing self-assessments, and potential applicants for the Award.

## Staff Departure—NIST

**Geneva James** of the Outreach and Communications Team left BNQP on June 12, 2003, after nearly seven years with the Program. Geneva is perhaps best known for managing BNQP’s customer service operation where she made several important changes to our processes. She was recognized for these contributions with a Department of Commerce Bronze Medal Award for Superior Federal Service in 1999. Geneva has provided strong support to the state and local quality award programs as they have grown to over 50 programs in 43 states. Geneva facilitated both the Baldrige staff and Examiner participation in conferences by managing the Baldrige exhibits. Geneva led the planning for the Baldrige Regional Conferences and supported many other BNQP projects and events. Not only did Geneva manage her projects efficiently, she also had an abundance of innovative ideas. Geneva is relocating to the Outer Banks of North Carolina to live near the sea, fish, and enjoy the salt air. She will be employed by the National Park Service. Geneva, although we will miss your contributions, we wish you much success in your latest adventure!

## Update

The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award.

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